A3 Problem Solving | Reducing energy consumption in DSHS owned and leased facilities

Lean!

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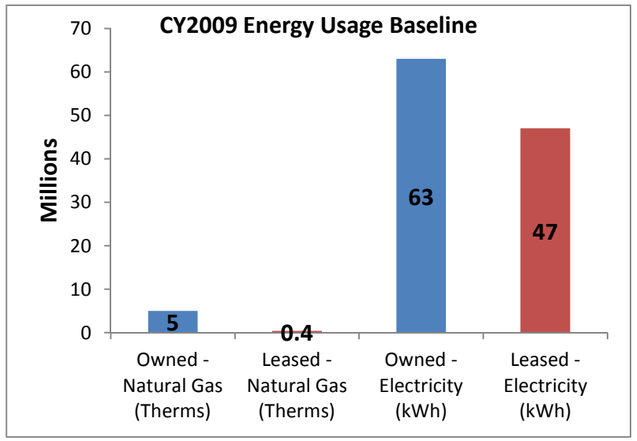
Clarify the Problem

The Governor's Office has directed state agencies to reduce energy consumption in owned and leased facilities. Within DSHS, energy consumption is likely too high and is not managed in a comprehensive or consistent manner. Better management of energy consumption in such facilities will result in cost savings and more effective resource management.

Breakdown the Problem



- **This energy consumption exceeds what is reasonable with current technology.**
- **Usage data is based on the best available data, but does not include every single facility.**
- **Energy consumption must be managed at several different types of facilities but often cannot be tracked – and is not always available – at the individual building level.**
- **The Department lacks consistent guidance and accountability for resource conservation in all types of DSHS facilities.**

CY2009 Facility Data	
Owned	**Leased**
4,825,000 SF **includes 213,000 SF of space at Maple Lane School, which was transferred to DOC 12/31/11*	3,600,000 SF
500 buildings	143 leased facilities
CY2009 - Total Utility Cost	
$9,900,000	$3,600,00

Target Setting

Reduce energy consumption in DSHS-owned and leased facilities by 10% by July 1, 2015 from the 2009 baseline.

Identify Root Cause

Policies (Po)	People (Pe)	DSHS Management (DM)	Equipment (E)	Process (Pr)
No consistent guidelines or standards for energy conservation. (Po1)	Lack of awareness of impacts of energy conservation efforts. (Pe1)	Culture does not support enforcement of energy conservation efforts. (DM1)	Lack individual building metering for electricity and natural gas.(E1)	The Resource Conservation Manager position was eliminated in 2011.(Pr1)
Unregulated plug loads from small appliances. (Po2)	No incentive to follow informal guidance for resource conservation. (Pe2)		Personal space heaters, refrigerators, coffee makers, and other small appliances are used despite guidance directing otherwise. (E2)	Employees or the union file grievances when management attempts to enforce informal small appliance guidelines. (Pr2)
No mechanism for enforcing energy conservation standards. (Po3)	Disregard for informal guidance. (Pe3)			Lack of access to utility information from CIBS and RBCs. (Pr3)
Landlords are not always receptive to energy conservation efforts. (Po4)				Lack of funding for energy improvements with payback costs greater than 12 years. (Pr4)
Funding for facility improvements is a low priority. (Po5)				

Identify Countermeasures

Root Cause	Proposed Countermeasure	Feas.	Cost	Risk	Impact
(1): Pr1, Pe1	Reinstitute Resource Conservation Manager – centralized management and enforcement of energy conservation guidelines.	M	M	L	H
(2): Po1-3, Pe1-3, E2, Pr2	Develop formal energy consumption guidelines – create enforceable standards across facilities.	M	L	L	H
(3) Pe1-3, DM1, Pr2, Pr4	Develop and launch awareness campaign – create tangible connection between staff and the importance of resource conservation.	L	M	L	H
(4) Pr3, E1	Develop consistent tracking of energy use information – Easy access to current consumption information from CIBS, RBCs, CSS, utilities.	M	M	M	H
(5) Po4, Pr4	Implement ESCO performance projects where practical at owned facilities – identifies and implements efficiency measures. Requests funding for measures that have greater than a 12-year payback.	M	M-H	L	M-H
(6) Po4	Update lease space requirements – includes more energy efficiency requirements.	H	L	L	M
(7) Po4	Address energy efficiency issues at lease renewal – update requirements	M	L	L	M-H
(8) DM1	Adopt space use standards at owned facilities – more efficient use of office space.	L	L-M	H	M-H

Action Plan

ID#	Problem to be solved	Action	Lead	Team	Due Date		Status
(1)	See above		Bob Hubenthal		7/1/14		0%
(2)	See above		Jeff Willis/ Terri Sinclair-Olson	TSO: good task for resource conservation mgr.	JW: 2/1/14	TSO: 6/30/14	JW: 75% TSO:10%
(3)	See above		Jeff Willis/ Terri Sinclair-Olson	TSO: good task for resource conservation mgr.	JW: 3/1/14	TSO: 6/30/14	JW: 75% TSO:10%
(4)	See above		Van Church	Peter Som and Larry Covey	7/1/14 (80-90% complete.)		50%
(5)	See above		Terri Sinclair-Olson		6/30/14 – ESCO where practical		50%
(6)	See above		Jeff Willis	Andrew Jenkins, Seth Wallace	4/1/14 – addendums 7/1/14 – dep. on DES		50%
(7)	See above		Jeff Willis		1/1/14		50%
(8)	See above		Terri Sinclair-Olson	Requires executive management support	6/30/15		0%

Evaluate Results Standardize , then Repeat